



DEPARTMENT OF THE NAVY
OFFICE OF THE UNDER SECRETARY
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MEMORANDUM FOR DEPARTMENT OF THE NAVY SENIOR EXECUTIVES

Subj: MOBILITY OF DEPARTMENT OF THE NAVY SENIOR EXECUTIVES

The Civil Service Reform Act envisioned a Senior Executive Service (SES) whose members had shared values, a broad perspective of government, and solid executive skills. The role of the SES is to develop a "corporate culture" that professes commitment to public policy and approaches governance as a continuing vehicle for change within the Federal government. This corporate culture transcends the commitment to a specific agency mission or an individual occupation. The challenges of the future definitely involve the challenge of change.

Executive mobility has been a tenet of the SES since its inception. Mobility within the senior executive cadre is an opportunity for continual learning and personal development. In my 9 December 1998 memo addressing performance expectations, I introduced the value of learning and using this concept to facilitate innovation. Correspondingly, the opportunity to experience varied positions and organizations brings in fresh ideas and insight to agency programs. Executive rotation or mobility is a means to round out an individual's development as a corporate executive.

I encourage each of you to take charge of your own career and position yourself as a leader in the corporate culture of the 21st century. Volunteer for rotational assignments that require you to stretch your skills and abilities, and give you broader insight to the Department as a whole. Offer your special leadership strengths to other organizations within the Department of the Navy and beyond. Develop those skills that allow you to adapt by recognizing early indicators of change, seeing things in new ways, and effectively dealing with new situations. Step up to the challenges and opportunities!

Direct your comments to Ms. Cora Graves, Executive Personnel and Leadership Development Division (DP6), ODASN(CP/EEO). She can be contacted at DSN 426-5165, (703) 696-5165, or E-mail: cora_graves@dashhroc.navy.mil.


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